



Organizational Plan and Strategic Goals for 2010

INTRODUCTION

This is a new day for the CHCO Council. Entering our 7th year of existence, we are poised to take on the challenges of this new decade in bold and innovative ways. Our membership is an exceptional group of strategic leaders, recognized in their agencies for their forward vision and unending support of the advancement of human resources in the Federal Government.

This year, we will work from the inside out to build upon the foundation of this Council, ensuring we have a sound structure and a clear strategic plan to address and resolve the critical issues facing our Federal Government and its workforce.

On March 9, 2010, the Council met to discuss key issues related to its governance structure, rules of engagement and strategic plan, and to approve recommendations to strengthen the methods and processes by which the Council operates.

The themes outlined in the plan had been identified as critical components of a Council review based on over 50 individual CHCO and stakeholder meetings held by the Executive Director, as well as anecdotal evidence, and prior Council meeting discussions such as the Innovation Forum Roundtable and Listening Session from October 2009.

After thorough discussion and collaboration, this Organizational Plan and 2010 Strategic Goals were ratified by consensus at the March 9, 2010 CHCO Full Council meeting.

COUNCIL GOVERNANCE AND STRUCTURE

MEMBER ACCOUNTABILITY & ENGAGEMENT

Members agree that all designated CHCOs should be engaged in the Council, and that regular attendance at Council meetings is expected. In situations where the CHCO has a wide range of Agency responsibilities beyond human resources and may not be available for monthly meetings, that agency's Deputy CHCO must be fully engaged and fully authorized to represent the CHCO and the agency's views. Ultimately, the success of the Council relies heavily upon member engagement.

The Council hereby adopts the following procedures to improve member accountability and engagement:

Accountability

- A Welcome Memorandum from the Chair will be created and distributed to new CHCO members, outlining expectations and membership guidelines for each member of the Council;
- Attendance will be required at meetings by at least one representative from each CHCO agency who is fully authorized to represent the agency's position (named or acting CHCO or Deputy CHCO);
- Deputy CHCOs sitting for a CHCO must have full proxy voting rights and authority from the CHCO to participate and vote during Full Council meetings;
- Any other Agency representatives who attend on behalf of CHCOs will not be recognized as voting members, but may RSVP to attend as a guest;
- Executive Director will work with Chair, members, and agency leadership to discuss any particular agency attendance or engagement problems and will contact the agency CHCOs individually to address/discuss.

Engagement

- Meeting agendas will be crafted to maximize the synergy of the Council members' interaction, and will facilitate strategic discussion by:
 - Limiting (or eliminating) program presentations at council meetings – and using other venues for this type of information (bulletin, website, e-mail, Deputy CHCO Meetings),
 - Focusing meetings on no more than two agenda topics, which are thought-provoking and action-oriented discussion items,
 - Ensuring meetings have a clear objective around the topics (briefing for a vote or recommendation, determining the need for a working group, or a close-out working group report, etc.). Presenters must clarify objective at the outset by pre-briefing the Executive Director,
 - Encouraging CHCO and Deputy input on strategic issues for agenda items.

Other Council Meeting Attendees

Due to the nature of the Council meetings, the agenda topics, and limited seating capacity, the monthly full Council meetings will be open to CHCOs, Deputies, OPM senior staff, and invited guests who have RSVP'd through the Executive Director. The Council reserves the right to restrict attendance at any meeting. This applies to all but one Public/Open meeting required by law each year, to be announced when scheduled.

ORGANIZATIONAL STRUCTURE

The Council votes unanimously to dissolve the existing subcommittees and adopt the working group structure for group projects going forward.

The following are supporting reasons for this decision:

- WGs are focused on a clear objective;
- Working groups bring together the best possible resources for a given project at a given time;
- A working group is more fluid and responsive to changing parameters;
- WGs are able to maximize participation and accountability because the commitment is clear and finite with respect to the time and resource requirements from participants.

The following actions will be taken with respect to the subcommittees:

- Each subcommittee, through its Chair, will provide a Current Status Report and Recommendations to aid the transition or dissolution;
- Executive Director will oversee the disbanding of subcommittees to ensure there will be no adverse effect on any existing projects;
- Where necessary, and supported by the Council (see below), new Working Groups will be created to continue a project or work in progress;
- Following this outline, all subcommittees will be dissolved by the end of calendar year 2010;
- The Executive Committee, as a subset of the subcommittees, is immediately dissolved.

The following protocol is hereby adopted with respect to Council Working Groups:

- Working groups can be created through a motion from the floor of the Full Council, or other means, but must have broad Council support, and must have final approval of the Chair to form;
- Working groups must follow ground rules for clearly outlining Objectives, Timeline and Deliverables through the use of the adopted "Call for Working Group" template;
- Working group must identify a leader (Chair) who takes responsibility for outlining above, and keeping WG focused on the agreed-upon Objectives, Timeline and Deliverables. The Chair is also responsible for reporting requirements;

- Working groups will be comprised of Council members (CHCOs, Deputy CHCOs or their designees, as outlined in the participant requirements). Other members with particular expertise may be added at the discretion of the Executive Director;
- Working Group Chair will keep Executive Director apprised of status, and will preview its summary/report with Executive Director before presenting reports or updates to Full Council;
- Upon completion of deliverables and objectives, each working group will give a final report out to the Full Council, and will be dissolved;
- The Executive Director will manage and oversee the organization, objectives, membership and activities of every Council working group to ensure it complies with Council guidelines.

CHCO COUNCIL RULES OF ENGAGEMENT

The Chief Human Capital Officers Council Mission Statement is as follows:

The Chief Human Capital Officers Council supports the U.S. Office of Personnel Management in leading Federal agencies in the strategic management of human capital, providing a forum for senior management officials to exchange human resources best practices, and informing the dialogue on civil service reform in order to build and maintain an outstanding Federal workforce for the Nation.

The Council recognizes the importance of communication and protocol between the Council and OPM, and hereby adopts the following protocol changes:

PROJECT COLLABORATION

The Council and OPM should determine the type of relationship a particular project will require at the outset of any project to clarify intended outcomes for both parties. The relationship will differ based on the goals that are being addressed by a particular project and what will be expected of both OPM and the Council during the life cycle of a project. **Working relationships should be clearly defined by:**

- Determining and assigning Roles at the outset of any joint project, including:
 - What is the background? (OPM initiative, Executive Order, Presidential memo, etc.)
 - Who is the lead? (Council or OPM)
 - In what capacity is the Council needed (examples):
 - As an expert consulting or advisory body,
 - As a partner in developing and/or advising programs,
 - As a screening body, or
 - As an Implementation Partner
- Creating and using written templates to outline projects and logistics, including:
 - Clearly identifying the intended outcome(s)/objective(s)/deliverable(s)
 - Identifying and aligning necessary resources,
 - Requesting targeted participants (targeted based on above),
 - Outlining Barriers, challenges, timelines and deliverables
- Use “Call for Working Group” as a template where practicable to implement this protocol.

ADVISORY COMMITTEE

In an effort to facilitate efficient communications between the Council and all other stakeholders, an Advisory Committee will be created. The main purpose of the committee is to enable the Council to respond quickly to requests, mobilizing resources to facilitate Council projects and partnerships outside the Council where Full Council engagement is not necessary, or is impractical. The committee will also serve as a pipeline for agency issues that develop into Council issues due to commonality or scope. The Advisory Committee is a tool to enhance communications, and shall in no way act as a substitute for agency involvement or inclusion in Council communications or decision-making.

The structure and purpose of the Advisory Committee will be as follows:

- A small number of CHCOs and Deputy CHCOs will be selected by the Chair to take on the additional responsibility for responding to time sensitive advisory requests;
- The Council will establish a protocol for ensuring full and timely communication (updates/summaries/status reports) to the Full Council of the Advisory groups' activities;
- The group will also review and filter issues rising from the agency level that have commonality among Council members, and which require elevation to a discussion/agenda item, or other council-wide action;
- This group will work closely with the Executive Director as liaisons with other Councils and stakeholders.

EXAMPLES OF ADVISORY COMMITTEE ACTIVITIES:

- An agency is experiencing an issue that they believe is a shared concern among agencies, they notify the Advisory Committee of their issue and ask them to advise; the committee may:
 - Have advice to offer the Agency based on shared experiences or best practices;
 - Decide this is a broad concern and should be raised at the next Council meeting;
 - Ask the Executive Director to consult with OPM for guidance.
- The CHCO Council receives a request from OPM or other organization to attend an information session on an HR related topic, but the invitation comes with only 24 hours notice, the Executive Director may contact the Advisory Committee as well as other Council members, in the hopes of getting Council participation on short notice.
- A Council working group may be drafting a report for the full Council to vote on, but may want a 'fresh eyes' review before presenting to the Full Council; the working group may choose to preview the report with the Advisory committee as a sample group.
- The Executive Director may have an agenda topic or other issue she wants to run by the Council, and may solicit the advice of the Advisory Committee for expediency.

STRATEGIC GOALS FOR FISCAL YEAR 2010

The following strategic goals for Fiscal Year 2010-2012 reflect the Council's mission and charter as well as OPM's priorities. These goals reflect a commitment to Partner with OPM in the implementation of its HR reform goal, broadly and specifically with regards to **Veterans, Hiring Reform** and **Diversity**. These Goals also reflect the reality of the CHCO Council's current resources. With a modest budget and competing priorities, the scope and structure presented here, will ensure that the Council is focused on specific, measurable, realistic, and timely Strategic Goals for 2010.

Goal I: The Council will support OPM's strategic goal of Hiring the Best, by playing a critical role in the implementation of Veterans Employment, Hiring Reform, and Diversity.

Veterans Employment: The Council will Support the Veterans Employment Initiative by working in Partnership with the Council on Veterans Employment to execute the critical objectives of the Executive Order. The objectives have been identified as follows:

1. The CHCO Council will Partner on specific components (strategies) of the Strategic Plan, by identifying where their agencies have programs to accelerate success in recruiting, on-boarding, developing and retaining our veterans.
2. The CHCO Council will Partner by convening a working group that will provide recommendations to OPM relating to the veterans' preference analysis required by the Executive Order no later than June 2010.
3. The CHCO Council will Partner with OPM staff and the Council on Veterans Employment Steering Committee to develop a model for conducting hiring fairs for veterans.

Hiring Reform: The Council will support OPM and OMB's hiring reform as an implementation partner by:

1. Providing valuable feedback on the proposed implementation Action Plan to develop a final action plan;
2. Providing the resources and commitment necessary to implement the specific components of the Hiring reform action plan at the Agency level;

Diversity: The Council will support OPM and the Inter-Agency Diversity Initiative to be developed in 2010 by:

1. Providing valuable feedback on the proposed implementation Action Plan to develop a final action plan;
2. Providing the resources and commitment necessary to implement the specific components of the Hiring reform action plan at the Agency level;

Goal II: The Council will support and sponsor continued development and implementation of Government-wide HR tools to improve the selection, assessment, and development of the Federal HR profession.

The Council and individual CHCO members will accomplish this goal by:

- Convening a Working Group to carry out an action plan as follows:
 - Review the current status of the HR Assessment tools project,
 - Submit a recommendation on moving forward based on a thorough review with all stakeholders.

Goal III: The Council will continue to lead and inform the dialog on critical and emerging Federal Human Resource issues, and will create a structured framework for raising and discussing issues, as well as developing and implementing measurable solutions.

The purpose of this goal is to plan, prepare, and act upon emerging Federal HR issues that arise and require immediate attention. This Goal will include support of the Executive Order on Labor-Management Relations.

Some other examples might include, but are not limited to: pandemic or emergency response support; workplace flexibilities.